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AGO ltr, 29 Apr 1980

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DEPARTMENT OF THE ARMY
OFFICE OF THE ADJUTANT GENERAL
WASHINGTON, D.C. 20310

IN REPLY REFER TO

AD 869225

AGDA (M) (8 May 70) FOR OT UT 701146

13 May 1970

SUBJECT: Operational Report - Lessons Learned, Headquarters, 12th Signal Group, Period Ending 31 January 1970

SEE DISTRIBUTION

1. Subject report is forwarded for review and evaluation in accordance with paragraph 4b, AR 525-15. Evaluations and corrective actions should be reported to ACSFOR OT UT, Operational Reports Branch, within 90 days of receipt of covering letter.
2. Information contained in this report is provided to insure appropriate benefits in the future from lessons learned during current operations and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

KENNETH G. WICKHAM
Major General, USA
The Adjutant General

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UNCLASSIFIED REPORT
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ASSISTANT CHIEF OF STAFF FOR FORCE DEVELOPMENT
(ARMY) ATTN: FOR OT UT, WASHINGTON, D.C. 20310

DEPARTMENT OF THE ARMY
Headquarters, 12th Signal Group
APO 96308

SCCPV-PCOI

6 February 1970

SUBJECT: Operational Report of Headquarters, 12th Signal Group for
Period Ending 31 January 1970. RCS CSFOR - 65 (R-2)

SEE DISTRIBUTION:

1. Section 1. Operations: Significant Activities:

a. 12th Signal Group was composed of the following units as of 31 January 1970. An organizational diagram is attached as Inclosure one.

- (1) HHD, 12th Signal Group
- (2) 37th Signal Battalion composed of the followings:
 - (a) HHE, 37th Signal Battalion (Spt)
 - (b) Company A (Spt)
 - (c) Company C (Spt)
 - (d) Company D/43rd (Spt)
 - (e) 337th Signal Company (R/R)
 - (f) Da Nang Signal Company
- (3) 63rd Signal Battalion composed of the followings:
 - (a) HHC, 63rd Signal Battalion (Rad Cab)
 - (b) 596th Signal Company (Spt)
 - (c) 588th Signal Company (Spt)
 - (d) Company B/37th (Spt)
 - (e) 270th Signal Company (CA)
 - (f) 17th Cable Platoon (CC)

b. During the period 1 November through 31 January, the following significant activities occurred within this command.

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(1) In mid November the Dong Ha West Signal Site was completed. Radio relay Comm Center, switchboard, HF Radio, and a cable plant are provided for the subscribers at this new location. A VHF terminal site was also established at Dong Ha East.

(2) Access to secondary dial telephone trunks for Phu Bai DTE subscribers was made on 6 December 1970. These secondary dial trunks allow access to Da Nang Air Force Dial Telephone Exchange subscribers. This capability is primarily for class C telephone subscribers, who have previously been restricted to call within the Phu Bai DTE area. The activation of secondary dial trunks to other I CTZ DTE's will assist in relieving the pressure for requests for class A telephone service since most personnel call within the I CTZ area. Class A telephone subscribers have also been encouraged to utilize secondary trunking, so as to release the tandem trunking to those class A subscribers with a need to call out of the I CTZ area.

(3) On 6 January 1970 the renovation of the XXIV Corps TOC Commcenter was completed by a joint effort of personnel from 1st Signal Brigade CEMA and members of the 270th Signal Company, 63rd Signal Battalion. Completion of this project is expected to add to the overall operating efficiency of the facility thus providing better service to the subscribers supported by it.

(4) During the week ending 14 January 1970, a project was completed which eliminated the Da Nang TMT (old control) by cutting over all of its former circuits to the 337th Signal Company TMOFO frame. This project was accomplished through the combined and coordinated efforts of 37th Signal Battalion, 40th Signal Battalion, and 361st Signal Battalion. The elimination of the Da Nang TMT resulted in the elimination of a tangled, disorderly cable installation which has become a source of recurring communications problems. As a result, all cables are routed through 37th Signal Battalion compound in Da Nang, which include AF and ARVN cables. All Corps area systems terminating at Da Nang now appear on new distribution frames which are the responsibility of the 37th Signal Battalion.

(5) During the week ending 28 January 1970, direct dial telephone circuits were activated from the DTE at Phu Bai to the switchboards at Quang Tri and Dong Ha. Installations of these circuits permit class A telephone subscribers in the Phu Bai area to dial directly to the Quang Tri and Dong Ha operators thus saving time formerly required to go through the operator at Phu Bai. Additionally, switchboard operators at Quang Tri and Dong Ha can dial directly to subscribers in the Phu Bai area.

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2. Section 2 Lessons Learned: Commanders Observations, Evaluations, and Recommendations:

a. Personnel and Administrative:

(1) Administration of Congressional Inquiries

(a) OBSERVATION: At the present, Congressional Inquiries are processed both telephonically and through command-channel correspondence. Presumably because of the desire to obtain a speedy reply, most Congressional Inquiries are received at Headquarters, 12th Signal Group via a telephone call from the 1st Signal Brigade. In many instances, however, after requested information has been obtained and telephonically transmitted back to Brigade, additional telephone calls are received from Brigade on subsequent days, requesting further information and clarification on the same matter.

(b) EVALUATION: It is believed that wasted time results from telephonic processing of Congressional Inquiries because:

(1) Distortion and inaccuracy result as vocal communications are relayed through successive links in the chain of command.

(2) The initial telephonic inquiry is not sufficiently thought out and organized to make clear the specific and detailed items of information required.

(c) RECOMMENDATIONS: That Congressional Inquiries be made by electronically-transmitted message and be in the form of an itemized checklist of precisely what information and details are required. It is believed that this means would be both expeditious and less prone to inaccuracy and wasted communications.

(2) Maintenance of DA FORM 41 (Emergency Data)

(a) OBSERVATION: A spot check of twenty DA FORM 41 revealed that 75% (15) were incomplete, inaccurate or overdue for review.

(b) EVALUATION: A complete review of all DA Form 41 was conducted through individual interviews. It was ascertained that of the 130 forms checked, that 81 or 62 percent required complete re-typing. Major discrepancies found were change of address of principle beneficiaries; incomplete statement regarding disposition of pay and allowances, if in missing status; incomplete insurance data and change of material status resulting in change of beneficiaries.

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SCCPV-FG01

SUBJECT: Operational Report of Headquarters, 12th Signal Group for Period
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(c) RECOMMENDATIONS: That a thorough review of the form be accomplished during initial in-processing of replacement and required corrections made on the spot. Ensure that initial commanders Orientation stress importance of individual reporting changes effecting the form to the Unit Personnel Officer as soon as possible. Further, that personnel officers conduct complete periodical review of all DA Form 41.

(3) Personnel Management of Special Programs.

(1) OBSERVATION: Personnel are being assigned to this Group for utilization in Special Communications Programs, such as DSTE and AMARS. Upon arrival, they were reassigned for utilization in their basic MOS without regard to any special projects requiring their utilization therein and in the specific unit tasked with the project.

(2) EVALUATION: Personnel were assigned to this Group for further assignment to specific units with supplementary new communications systems. The assignment instructions from the Replacement Battalion did not indicate this fact nor were any assignment instructions received from 1st Signal Brigade directing their assignment until after the Group assigned them for duty in their FMOS not requiring special qualification beyond the scope of their basic MOS. Thus, the DSTE (MOS 72F and 34D) and AMARS (MOS 31J) personnel had to be reassigned to the project unit on short notice which indicated reassignment of non-DSTE/FMOS personnel to fill the vacancies created. Less of operational quality and hurried movements resulted.

(3) RECOMMENDATIONS: That close coordination between Operations, Personnel and Replacement officials be initiated to identify special projects personnel on the reassignment orders in the special instructions portion of the order and further that complete MOSC's be indicated (Special Qualification and Additional Skill Identifiers) IAW AR 310-10.

(4) Personnel Assistance Teams

(1) OBSERVATION: That records, reports, personnel actions, and personnel surveys processed at Group for submission to higher headquarters have been subsequently revealed to be inaccurate.

(2) EVALUATION: That the unsatisfactory qualitative authenticity of personnel matters consolidated at Group levels was caused at source of origin, i.e., battalion and company level. A Personnel Assistance Team was formed to visit subordinate units to ascertain cause of errors and to recommend solutions. The team consists of at least two persons per visit and is flexible, designed for both general and specialized areas of concentration. The team has conducted visits to each battalion concentrating on a general observation of the personnel office, workflow and supervisory procedures, utilization of personnel clerks, suspense procedures and others. Improvements in those areas have caused the quality of work to rise.

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(3) RECOMMENDATION: Personnel Assistance Teams have proven to be of tremendous benefit to all concerned; close follow-up action is imperative, however, to insure its success. Utilization of the team has limited potential and should be considered a major task of the Group personnel office, to insure its own success, by purification of the source information.

b. INTELLIGENCE: NONE

c. OPERATIONS: NONE

d. ORGANIZATION: NONE

e. TRAINING:

(1) OBSERVATION: Allocations for courses at USATF, Long Binh, have been received with only a few days lead time in which to fill the space. This insufficient time sometimes results in a "no show" or non-qualified personnel being sent to school.

(2) EVALUATION: Sufficient time is needed so that each level of command can be notified of allocations received. At company or detachment level, time is required to interview candidates to insure proper personnel receives training. Orders and travel arrangements must be made.

(3) RECOMMENDATION: We have learned that while messages are being prepared for transmittal, a phone call to the unit concerned is beneficial. This will alert them and start them on the initial phases of interviews and processing. We recommend that a policy of this sort be established especially for Groups that are far enough away from Long Binh that the only practical means of transportation is by air.

f. LOGISTICS

(1) Mess Hall Responsibilities

(a) OBSERVATION: The biggest problem that faces most mess halls is the maintenance of equipment. Authorized equipment is on-hand but when it becomes non-operational, it takes an extended length of time to get it repaired or replaced.

(b) EVALUATION: Unit mess Officers and Battalion S-4's are not familiar with the maintenance procedures of repair or replacement. As a result, it takes longer to have mess equipment returned to operational status.

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(c) RECOMMENDATION: Supervisors and unit mess stewards should familiarize themselves with maintenance of mess equipment so that repair or replacement is made as soon as possible. Mess operations and its supervision should not fall into the category of an "extra duty". Emphasis should be placed on it by responsible personnel. These personnel should make periodic checks and liaison visits to units that are responsible for repair or replacement of this equipment. When responsible individuals have taken an active interest, significant improvement has been noted.

2. Status of PLL:

(a) OBSERVATION: The problem which faces many units in different maintenance sections is that parts needed for repair of equipment are not on-hand. This causes a piece of equipment to be deadlined for an extended period of time.

(b) EVALUATION: Unit supervisory personnel in many cases are not adequately familiar with the workings of PLL. Also in many instances the PLL clerk has had no formal training in PLL.

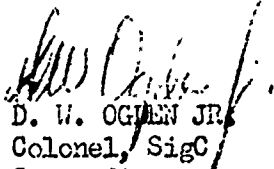
(c) RECOMMENDATION: Whenever possible, separate PLL's within a unit should be consolidated. Units should take maximum advantage of allocations for PLL schools offered by local maintenance organizations as well as by 1st Signal Brigade and 1st Logistics Command. Supervisors should make themselves more familiar with the provisions of AR 735-35.

g. COMMUNICATIONS: NONE

h. MATERIAL: NONE

i. OTHER: NONE

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as


D. W. OGDEN JR.
Colonel, SigC
Commanding

SCCPV-OP-AD (6 Feb 70) 1st Ind
SUBJECT: Operational Report of Headquarters, 12th Signal Group for
Period Ending 31 January 1970, RCS CSFOR-65 (R2)

DA, HQ, 1st Signal Brigade (USASTRATCOM), APO 96384 28 February 1970

TO: Commanding General, United States Army, Vietnam, ATTN: AVHGC-DST,
APO 96375

1. Subject report is forwarded in accordance with AR 525-15.
2. The following comments are made:

a. Reference item "Personnel Management of Special Programs", Para 2a(3), Page 4: Assignment of special category personnel are made on a by-name basis and are identified to major subordinate units by name to include the special training received. In addition, frequent review of assignments are conducted by this headquarters to insure such personnel are still assigned and performing duty on equipment for which trained.

b. Reference item "Training", Para 2e, Page 5: This headquarters publishes a letter each quarter to all commands listing allocations to US Army Training Facility courses. The letter for 3d Quarter, FY 70 was published on 10 December 1969. Every attempt is made to publish and disseminate allocations in time to permit commanders sufficient time to fill quotas.

FOR THE COMMANDER:



O. V. BONEBRAKE
Major, AGC
Adjutant General

CF:
Assistant Chief of Staff for Force Development, Department of the Army,
Washington, D. C. 20310
Commanding General, U. S. Army Strategic Communications Command,
ATTN: SCC-OPS-RT, Ft Huachuca, Arizona 85613
Commanding Officer, 12th Signal Group, APO 96308

AVHGC-DST (6 Feb 70) 2d Ind

SUBJECT: Operational Report of Headquarters, 12th Signal Group for
Period Ending 31 January 1970. RCS CSFOR - 65 (R-2)

HEADQUARTERS, UNITED STATES ARMY VIETNAM, APO San Francisco 96375 18 MAR 1970

THRU: Commanding General, United States Army Strategic Communications
Command-Pacific, APO 96557

TO: Commander in Chief, United States Army, Pacific, ATTN: GPOP-DT,
APO 96558

1. This headquarters has reviewed the Operational Report-Lessons Learned for the quarterly period ending 31 January 1970 from Headquarter, 12th Signal Group and comments of indorsing headquarters.

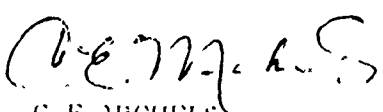
2. Comments follow:

a. Reference item concerning "Administration of Congressional Inquiries", page 3, paragraph 2a; nonconcur. Congressional Inquiries are processed telephonically because of command desire to obtain a speedy reply. Replies to these inquiries in themselves often generate further questions as to policies and procedures being conducted at subordinate level. The necessity for further information and clarification of replies from subordinate levels is inevitable; consequently, the use of electronically transmitted messages exclusively would delay the response time to the Congressman. To assist in preparing replies, the 1st Signal Brigade published on 4 January 1970 "Congressional/Special Inquiries Check List" for subordinate units.

b. Reference item concerning "Status of PLL", page 6, paragraph 2f2; concur. The recommendation that a consolidated PLL should be accomplished at unit (company) level is valid. A company should not maintain several PLL's except where the combat operational situation absolutely necessitates that such an arrangement be made. One PLL should be established and maintained per each unit that has a property book and a UIC code.

FOR THE COMMANDER:

Cy furn:
12th Sig Gr
1st Sig Bde


C.E. MICHELS
MAJ, AGC
Assistant Adjutant General

SCCP-OP3 (6 Feb 70) 3d Ind
SUBJECT: Operational Report of Headquarters, 12th Signal
Group for Period Ending 31 January 1970 RCS
CSFOR-65 (R2)

Headquarters, United States Army Strategic Communications
Command-Pacific, APO San Francisco 96557 8 0 MAR 1970

TO: Commander in Chief, United States Army, Pacific, ATTN:
GPOP-DT, APO 96558

1. Subject report is forwarded in accordance with AR 525-15.
2. This headquarters has reviewed and concurs with subject report as indorsed.

FOR THE COMMANDER:

FRANK C. MAHIN
COL, GS
Chief of Staff

CF:
CG, USARV, APO 96375 (wo incl)
CG, 1st Sig Bde (USASTRATCOM), APO 96384 (wo incl)
CO, 12th Sig Gp (USASTRATCOM), APO 96491 (wo incl)

GPOP-DT (6 Feb 70) 4th Ind

SUBJECT: Operational Report of HQ, 12th Signal Group for Period Ending
31 January 1970, RCS CSFOR-65 (R2)

HQ, US Army, Pacific, APO San Francisco 96558 31 MAR 70

THRU: Commanding General, US Army Strategic Communications Command,
Fort Huachuca, Arizona 85613

TO: Assistant Chief of Staff for Force Development, Department of the
Army, Washington, D. C. 20310

This headquarters concurs in subject report as indorsed.

FOR THE COMMANDER IN CHIEF:



D.D. CLINE
2LT, AGC
Asst AG

CF:
DA, ACSFOR
CG, USASTRATCOM-PAC

SCC-PO (6 Feb 70) 5th Ind

SUBJECT: Operational Report of HQ, 12th Signal Group for Period Ending
31 January 1970, RCS CSFOR-65 (R2)

HQ, US Army Strategic Communications Command, Ft Huachuca, AZ 85613

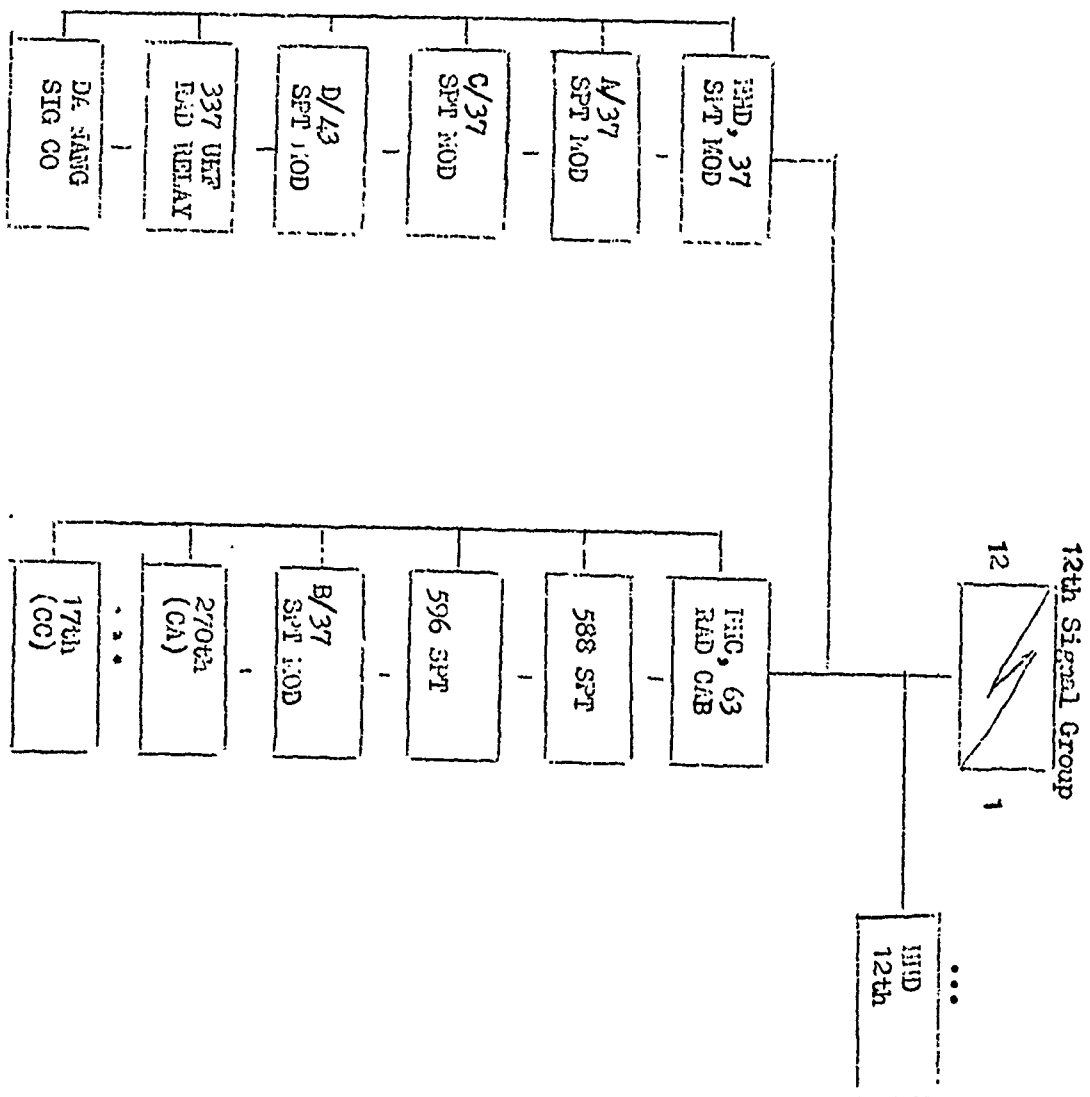
7 APR 1970

TO: Assistant Chief of Staff for Force Development, Department of the Army,
Washington, D. C. 20310

This headquarters concurs in subject report as indorsed.

FOR THE COMMANDER:

for Charles J. Wildman 2st
W. O. POLSTON
Maj, AGC
Asst Adj Gen



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